

Town Administrator Review

January 9, 2018

The Board of Selectmen review the Town Administrator on an annual basis. The process for this review began at their meeting on November 14, 2017. The review was finalized with a report from Board of Selectmen Chair Dennis Murphy on January 9, 2018.

Each Selectman reviewed the Town Administrator on an agreed upon form. Those individual reviews follow this introduction. As needed, each Selectmen met individually with the Town Administrator to discuss each aspect of the performance review. The individual Selectmen's review is identified by their initials on their review form.

DM	Dennis Murphy, Chair
JR	Janet Reinhart, Vice Chair
KB	Kathleen Bacon, Clerk
JH	Jerry Houk
HMW	Helen Miranda-Wilson

BOARD OF SELECTMEN

TOWN ADMINISTRATOR PERFORMANCE EVALUATION

I. PURPOSE

The Board of Selectmen of the Town of Wellfleet shall conduct a performance evaluation of the Town Administrator in a manner defined in the Town Administrator's contract or as determined by the Board.

II. FORMS

The performance evaluation forms to be utilized are as attached. The individual performance evaluation documents of the Selectmen are considered work products/personal documents and shall not be publicly released. The only document to be released will be the overview document compiling the scores and comments developed by the Chairman.

III. PROCEDURE

The following timeline shall be utilized.

Reflective on the Prior Fiscal Year 2017	
1. A date shall be determined on which the final review shall be made public by the Board. The document shall be released at a meeting of the Board of Selectmen.	11/14/17
2. 30 days prior to the public release date each Board member shall be given a copy of the performance review form.	10/10/17
3. 10-30 days prior to the public release date each Board member shall meet individually with the Town Administrator to discuss each aspect of the performance review. After the meeting each Selectman shall fill out the performance review document.	10/10/17- 11/04/17
4. No later than 8 days prior to the public release date each Board member shall turn in their completed forms to the Chairman of the Board. The Chairman shall compile the scores and develop an overview for public release.	11/06/17
5. 4 days prior to the public release date, the Chairman shall provide a copy of the public document to the Town Administrator and the other Selectmen for their review.	11/10/17
6. The overview shall be released with a prepared statement from the Chairman at the selected meeting of the Board of Selectmen.	11/14/17

Town Administrator's Performance Evaluation Form

Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/O space.

Rating Scale (1-4)

Improvement Needed (1)	The Administrator's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.
Satisfactory/Acceptable (2)	The Administrator's work performance consistently meets the standards of the position.
Strong Performance (3)	The Administrator's work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.
Excellent/Highly Commendable (4)	The Administrator's work performance is consistently excellent when compared to the standards of the job.
Not Observed (N/O)	This rating is used when the reviewer has not directly observed the actions of the Administrator. It will not be counted in the compilation of scores.

DM

Town Administrator's Performance Evaluation Form

1. Personal/Professional	1	2	3	4	N/O
a. Is able to resolve difficult problems, manage conflict and work effectively under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Is fully knowledgeable and committed to the field of local government management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Acts in a fair and equitable manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Is creative, with the ability to reach for effective and inventive solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Is a person of integrity and honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

2. Board Support/Relations	1	2	3	4	N/O
a. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Provides quality analysis of policy issues and proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Interprets, supports and implements Board decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provides support material and other necessary information to Board members as requested	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Responds to requests for action from the majority of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Listens and understands Selectmen concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Works with Chairman to establish agenda that addresses issues in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Works with the Board to annually evaluate, develop and implement goals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

3. Financial Management	1	2	3	4	N/O
a. Establishes annual budget process and considers needs, goals and priorities as set by the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively monitors and controls budget expenditures to minimize waste and inefficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Accurately forecasts and reports the Town's financial condition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information in a manner that promotes full understanding of the issues and needs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Manages the Town's debt program to balance the needs of the Town and the rating agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Develops and maintains a long-term financial plan and works with the BOS to develop strategies and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

4. Personnel Management/Organizational Leadership	1	2	3	4	N/O
a. Recruits, selects and retains quality personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Assures systematic performance evaluation of personnel under the authority of the Town Administrator	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Establishes high standards of performance for all department heads; recognizes, develops and utilizes their leadership abilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Effectively delegates tasks and assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provides leadership in negotiating labor contracts; keeps Board informed of progress	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DM

Town Administrator's Performance Evaluation Form

f. Strives to maintain good staff morale and maintains open, honest and professional relationships with staff	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Develops proposals for cost effective reorganization of Town operations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Encourages trust and mutual respect between staff and Board	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

5. Community Leadership/Public Relations	1	2	3	4	N/O
a. Provides leadership within community by being visible and approachable; is responsive to citizen complains; responds promptly to top e-mails and calls	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Maintains good communications with the business community; summer residents advisory committee	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains effective communication with other communities, municipal organizations, and state agencies to enhance the Town's position	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Actively participates in professional municipal management associations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Projects a positive image in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Keeps citizens informed of current issues in Town government	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Communicates the Board's plans, goals and accomplishments to staff, other committees or commissions and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

Town Administrator's Performance Evaluation Form

OM

6. Town Operations and Infrastructure	1	2	3	4	N/O
a. Provides effective oversight and coordination of Town programs and services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to enhance municipal services and delivery	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Promotes use of technology and innovation in service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Provides a long-range plan to establish a funding mechanism for capital projects	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

Suggested TA Goals for 2018

1.	Review D.P.W. director's job description
2.	
3.	
4.	

Town Administrator's Performance Evaluation Form

Compilation of Scores¹

EVALUATOR: Dennis Murphy

AREA	#1	#2	#3	#4	#5	TOTAL	/5	EQUALS
1 a	—	—	3	—	—	—	/5	—
1 b	—	—	3	—	—	—	/5	—
1 c	—	—	—	4	—	—	/5	—
1 d	—	—	3	—	—	—	/5	—
1 e	—	—	—	4	—	—	/5	—
2 a	—	—	3	—	—	—	/5	—
2 b	—	—	3	—	—	—	/5	—
2 c	—	—	3	—	—	—	/5	—
2 d	—	—	3	—	—	—	/5	—
2 e	—	—	3	—	—	—	/5	—
2 f	—	—	3	—	—	—	/5	—
2 g	—	—	3	—	—	—	/5	—
2 h	—	—	3	—	—	—	/5	—
2 i	—	—	3	—	—	—	/5	—
3 a	—	—	3	—	—	—	/5	—
3 b	—	—	3	—	—	—	/5	—
3 c	—	—	3	—	—	—	/5	—
3 d	—	—	3	—	—	—	/5	—
3 e	—	—	3	—	—	—	/5	—
3 f	—	—	3	—	—	—	/5	—
4 a	—	—	3	—	—	—	/5	—
4 b	—	2	—	—	—	—	/5	—
4 c	—	2	—	—	—	—	/5	—
4 d	—	—	3	—	—	—	/5	—
4 e	—	—	3	—	—	—	/5	—
4 f	—	—	3	—	—	—	/5	—
4 g	—	2	—	—	—	—	/5	—
4 h	—	—	3	—	—	—	/5	—
5 a	—	—	3	—	—	—	/5	—
5 b	—	2	—	—	—	—	/5	—
5 c	—	2	—	—	—	—	/5	—
5 d	—	—	3	—	—	—	/5	—
5 e	—	—	3	—	—	—	/5	—
5 f	—	—	3	—	—	—	/5	—
5 g	—	—	3	—	—	—	/5	—
6 a	—	—	3	—	—	—	/5	—
6 b	—	2	—	—	—	—	/5	—
6 c	—	—	—	—	—	—	/5	—
6 d	—	—	3	—	—	—	/5	—
OVERALL RATING	—	12	90	8	—	—	/5	22

DATE: 11/21/17

¹ Any "N/O" ratings or blanks will not be counted. The remaining reviewers' scores will be averaged/divided for the "equals" score.

Acknowledgement of Receipt

This is to acknowledge the fact that the performance review was conducted by the Board of Selectmen in accordance with the procedures and that the Town Administrator has received the overview document with the compilation of scores.

BOARD OF SELECTMEN

Date: _____

TOWN ADMINISTRATOR

Date: _____

1. Personal/Professional	1	2	3	4	N/O
a. Is able to resolve difficult problems, manage conflict and work effectively under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Is fully knowledgeable and committed to the field of local government management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Acts in a fair and equitable manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Is creative, with the ability to reach for effective and inventive solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Is a person of integrity and honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

2. Board Support/Relations	1	2	3	4	N/O
a. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Provides quality analysis of policy issues and proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Interprets, supports and implements Board decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Provides support material and other necessary information to Board members as requested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Responds to requests for action from the majority of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
g. Listens and understands Selectmen concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
h. Works with Chairman to establish agenda that addresses issues in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
i. Works with the Board to annually evaluate, develop and implement goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

3. Financial Management	1	2	3	4	N/O
a. Establishes annual budget process and considers needs, goals and priorities as set by the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Effectively monitors and controls budget expenditures to minimize waste and inefficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Accurately forecasts and reports the Town's financial condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information in a manner that promotes full understanding of the issues and needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Manages the Town's debt program to balance the needs of the Town and the rating agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Develops and maintains a long-term financial plan and works with the BOS to develop strategies and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

4. Personnel Management/Organizational Leadership	1	2	3	4	N/O
a. Recruits, selects and retains quality personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Assures systematic performance evaluation of personnel under the authority of the Town Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Establishes high standards of performance for all department heads; recognizes, develops and utilizes their leadership abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Effectively delegates tasks and assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Provides leadership in negotiating labor contracts; keeps Board informed of progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

JR

Town Administrator's Performance Evaluation Form

f. Strives to maintain good staff morale and maintains open, honest and professional relationships with staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
g. Develops proposals for cost effective reorganization of Town operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
h. Encourages trust and mutual respect between staff and Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

5. Community Leadership/Public Relations	1	2	3	4	N/O
a. Provides leadership within community by being visible and approachable; is responsive to citizen complains; responds promptly to top e-mails and calls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Maintains good communications with the business community; summer residents advisory committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Maintains effective communication with other communities, municipal organizations, and state agencies to enhance the Town's position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Actively participates in professional municipal management associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Projects a positive image in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Keeps citizens informed of current issues in Town government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
g. Communicates the Board's plans, goals and accomplishments to staff, other committees or commissions and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

Town Administrator's Performance Evaluation Form

SR

6. Town Operations and Infrastructure	1	2	3	4	N/O
a. Provides effective oversight and coordination of Town programs and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Seeks to enhance municipal services and delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Promotes use of technology and innovation in service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Provides a long-range plan to establish a funding mechanism for capital projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

Suggested TA Goals for 2018

1.
2.
3.
4.

Town Administrator's Performance Evaluation Form

Compilation of Scores¹

EVALUATOR: Janet Reinhart

AREA	#1	#2	#3	#4	#5	TOTAL	/5	EQUALS
1a				4			/5	
1b			3				/5	
1c				5			/5	
1d				5			/5	
1e				5			/5	
2a				5			/5	
2b				5			/5	
2c				5			/5	
2d				5			/5	
2e				5			/5	
2f				5			/5	
2g				5			/5	
2h				5			/5	
2i				5			/5	
3a				5			/5	
3b				5			/5	
3c				5			/5	
3d				5			/5	
3e				5			/5	
3f				5			/5	
4a				5			/5	
4b				5			/5	
4c				5			/5	
4d				5			/5	
4e				5			/5	
4f				5			/5	
4g				5			/5	
4h				5			/5	
5a				5			/5	
5b				5			/5	
5c				5			/5	
5d				5			/5	
5e				5			/5	
5f				5			/5	
5g				5			/5	
6a				5			/5	
6b				5			/5	
6c				5			/5	
6d				5			/5	
OVERALL RATING			3	152			/5	31

DATE: 11/6/17

¹ Any "N/O" ratings or blanks will not be counted. The remaining reviewers' scores will be averaged/divided for the "equals" score.

Town Administrator's Performance Evaluation Form

Acknowledgement of Receipt

This is to acknowledge the fact that the performance review was conducted by the Board of Selectmen in accordance with the procedures and that the Town Administrator has received the overview document with the compilation of scores.

BOARD OF SELECTMEN

Date: _____

TOWN ADMINISTRATOR

Date: _____

KB

Town Administrator's Performance Evaluation Form

1. Personal/Professional	1	2	3	4	N/O
a. Is able to resolve difficult problems, manage conflict and work effectively under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Is fully knowledgeable and committed to the field of local government management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Acts in a fair and equitable manner	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Is creative, with the ability to reach for effective and inventive solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Is a person of integrity and honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

2. Board Support/Relations	1	2	3	4	N/O
a. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Provides quality analysis of policy issues and proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Interprets, supports and implements Board decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provides support material and other necessary information to Board members as requested	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Responds to requests for action from the majority of the Board	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Listens and understands Selectmen concerns	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Works with Chairman to establish agenda that addresses issues in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Works with the Board to annually evaluate, develop and implement goals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

LB

Town Administrator's Performance Evaluation Form

3. Financial Management	1	2	3	4	N/O
a. Establishes annual budget process and considers needs, goals and priorities as set by the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively monitors and controls budget expenditures to minimize waste and inefficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Accurately forecasts and reports the Town's financial condition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information in a manner that promotes full understanding of the issues and needs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Manages the Town's debt program to balance the needs of the Town and the rating agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f. Develops and maintains a long-term financial plan and works with the BOS to develop strategies and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Comments:					

4. Personnel Management/Organizational Leadership	1	2	3	4	N/O
a. Recruits, selects and retains quality personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Assures systematic performance evaluation of personnel under the authority of the Town Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Establishes high standards of performance for all department heads; recognizes, develops and utilizes their leadership abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Effectively delegates tasks and assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provides leadership in negotiating labor contracts; keeps Board informed of progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

KB

Town Administrator's Performance Evaluation Form

f. Strives to maintain good staff morale and maintains open, honest and professional relationships with staff	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Develops proposals for cost effective reorganization of Town operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
h. Encourages trust and mutual respect between staff and Board	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

5. Community Leadership/Public Relations	1	2	3	4	N/O
a. Provides leadership within community by being visible and approachable; is responsive to citizen complains; responds promptly to top e-mails and calls	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Maintains good communications with the business community; summer residents advisory committee	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains effective communication with other communities, municipal organizations, and state agencies to enhance the Town's position	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Actively participates in professional municipal management associations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Projects a positive image in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Keeps citizens informed of current issues in Town government	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Communicates the Board's plans, goals and accomplishments to staff, other committees or commissions and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

Town Administrator's Performance Evaluation Form

128

6. Town Operations and Infrastructure	1	2	3	4	N/O
a. Provides effective oversight and coordination of Town programs and services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to enhance municipal services and delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Promotes use of technology and innovation in service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Provides a long-range plan to establish a funding mechanism for capital projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

Suggested TA Goals for 2018

1.	PROVIDE A COMPREHENSIVE REPORT ON ALL TOWN OFFICE SPACE AND STORAGE. AND LEVEL OF EFFICIENCY OF SUCH.
2.	TO CONTINUE TO RECRUIT RESIDENTS TO SERVE ON BOARDS + COMMITTEES.
3.	
4.	

OTHER COMMENTS.

- ★ DAN I WORRY THAT YOU MAKE PROMISES THAT YOU MAY NOT BE ABLE TO KEEP.
- ★ ALSO I AM CONCERNED AT WHAT I PERCEIVE TO BE YOUR ABILITY TO SEPERATE YOURSELF AS A STAKEHOLDER IN CERTAIN ISSUES, AND YOUR DUTY TO FACILITATE SOLUTIONS TO PROBLEMS.

Town Administrator's Performance Evaluation Form

Compilation of Scores¹

EVALUATOR: Kathleen Bacon

AREA	#1	#2	#3	#4	#5	TOTAL	/5	EQUALS
1 a	—	—	3	—	—	—	/5	.6
1 b	—	—	3	—	—	—	/5	.6
1 c	—	—	3	—	—	—	/5	.6
1 d	—	—	3	—	—	—	/5	.6
1 e	—	—	3	—	—	—	/5	.6
2 a	—	—	3	—	—	—	/5	.6
2 b	—	—	3	—	—	—	/5	.6
2 c	—	—	3	—	—	—	/5	.6
2 d	—	—	3	—	—	—	/5	.6
2 e	1	—	—	—	—	—	/5	.2
2 f	—	2	—	—	—	—	/5	.4
2 g	—	2	3	—	—	—	/5	.4
2 h	—	—	3	—	—	—	/5	.6
2 i	—	—	3	—	—	—	/5	.6
3 a	—	—	3	—	—	—	/5	.6
3 b	—	—	—	—	—	—	/5	—
3 c	—	—	3	—	—	—	/5	.6
3 d	—	—	3	—	—	—	/5	.6
3 e	—	—	—	—	—	—	/5	—
3 f	—	—	—	—	—	—	/5	—
4 a	—	—	3	—	—	—	/5	.6
4 b	—	—	—	—	—	—	/5	—
4 c	—	—	—	—	—	—	/5	—
4 d	—	—	3	—	—	—	/5	.6
4 e	—	—	—	—	—	—	/5	—
4 f	—	—	3	—	—	—	/5	.6
4 g	—	—	—	—	—	—	/5	—
4 h	—	—	3	—	—	—	/5	—
5 a	—	2	—	—	—	—	/5	.6
5 b	—	2	—	—	—	—	/5	.4
5 c	—	—	3	—	—	—	/5	.6
5 d	—	2	—	—	—	—	/5	.4
5 e	—	—	3	—	—	—	/5	.6
5 f	—	2	—	—	—	—	/5	.4
5 g	—	—	3	—	—	—	/5	.6
6 a	—	—	3	—	—	—	/5	.6
6 b	—	—	3	—	—	—	/5	.6
6 c	—	—	3	—	—	—	/5	.6
6 d	—	2	—	—	—	—	/5	.4
OVERALL RATING	1	14	22	—	—	—	/5	17.4

DATE: 11/21/17

¹ Any "N/O" ratings or blanks will not be counted. The remaining reviewers' scores will be averaged/divided for the "equals" score.

Acknowledgement of Receipt

This is to acknowledge the fact that the performance review was conducted by the Board of Selectmen in accordance with the procedures and that the Town Administrator has received the overview document with the compilation of scores.

BOARD OF SELECTMEN

Date: _____

TOWN ADMINISTRATOR

Date: _____

JH

Town Administrator's Performance Evaluation Form

1. Personal/Professional	1	2	3	4	N/O
a. Is able to resolve difficult problems, manage conflict and work effectively under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Is fully knowledgeable and committed to the field of local government management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Acts in a fair and equitable manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Is creative, with the ability to reach for effective and inventive solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Is a person of integrity and honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

2. Board Support/Relations	1	2	3	4	N/O
a. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Provides quality analysis of policy issues and proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Interprets, supports and implements Board decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provides support material and other necessary information to Board members as requested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Responds to requests for action from the majority of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
g. Listens and understands Selectmen concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
h. Works with Chairman to establish agenda that addresses issues in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
i. Works with the Board to annually evaluate, develop and implement goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

--

3. Financial Management	1	2	3	4	N/O
a. Establishes annual budget process and considers needs, goals and priorities as set by the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Effectively monitors and controls budget expenditures to minimize waste and inefficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Accurately forecasts and reports the Town's financial condition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information in a manner that promotes full understanding of the issues and needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Manages the Town's debt program to balance the needs of the Town and the rating agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f. Develops and maintains a long-term financial plan and works with the BOS to develop strategies and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

4. Personnel Management/Organizational Leadership	1	2	3	4	N/O
a. Recruits, selects and retains quality personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Assures systematic performance evaluation of personnel under the authority of the Town Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Establishes high standards of performance for all department heads; recognizes, develops and utilizes their leadership abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Effectively delegates tasks and assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e. Provides leadership in negotiating labor contracts; keeps Board informed of progress	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

JH

Town Administrator's Performance Evaluation Form

f. Strives to maintain good staff morale and maintains open, honest and professional relationships with staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g. Develops proposals for cost effective reorganization of Town operations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Encourages trust and mutual respect between staff and Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments:					

5. Community Leadership/Public Relations	1	2	3	4	N/O
a. Provides leadership within community by being visible and approachable; is responsive to citizen complains; responds promptly to top e-mails and calls	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Maintains good communications with the business community; summer residents advisory committee	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains effective communication with other communities, municipal organizations, and state agencies to enhance the Town's position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Actively participates in professional municipal management associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Projects a positive image in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Keeps citizens informed of current issues in Town government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g. Communicates the Board's plans, goals and accomplishments to staff, other committees or commissions and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Comments:					

Town Administrator's Performance Evaluation Form

JH

6. Town Operations and Infrastructure	1	2	3	4	N/O
a. Provides effective oversight and coordination of Town programs and services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to enhance municipal services and delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Promotes use of technology and innovation in service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Provides a long-range plan to establish a funding mechanism for capital projects	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

Suggested TA Goals for 2018

1.	Harbor dredging
2.	Affordable housing
3.	Parking. White Crest, Beachcumber
4.	office space old COA

Town Administrator's Performance Evaluation Form

Compilation of Scores¹

EVALUATOR: Jerry Hawk

AREA	#1	#2	#3	#4	#5	TOTAL	/5	EQUALS
1a				4			/5	
1b			3				/5	
1c				4			/5	
1d			3				/5	
1e				4			/5	
2a				4			/5	
2b			3				/5	
2c				4			/5	
2d			3				/5	
2e				4			/5	
2f				4			/5	
2g				4			/5	
2h							/5	
2i				4			/5	
3a				4			/5	
3b							/5	
3c			3				/5	
3d				4			/5	
3e							/5	
3f			3				/5	
4a				4			/5	
4b							/5	
4c							/5	
4d							/5	
4e			3				/5	
4f							/5	
4g		2					/5	
4h				4			/5	
5a			3				/5	
5b			3				/5	
5c							/5	
5d				4			/5	
5e				4			/5	
5f							/5	
5g							/5	
6a			3				/5	
6b			3				/5	
6c				4			/5	
6d			3				/5	

OVERALL RATING
 _____ 2 36 64 _____ /5 20.4

DATE: 11/21/17

¹ Any "N/O" ratings or blanks will not be counted. The remaining reviewers' scores will be averaged/divided for the "equals" score.

Acknowledgement of Receipt

This is to acknowledge the fact that the performance review was conducted by the Board of Selectmen in accordance with the procedures and that the Town Administrator has received the overview document with the compilation of scores.

BOARD OF SELECTMEN

Date: _____

TOWN ADMINISTRATOR

Date: _____

Town Administrator's Performance Evaluation Form

HMW

1. Personal/Professional	1	2	3	4	N/O
a. Is able to resolve difficult problems, manage conflict and work effectively under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Is fully knowledgeable and committed to the field of local government management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Acts in a fair and equitable manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Is creative, with the ability to reach for effective and inventive solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. Is a person of integrity and honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Comments: (b) Is only a 3 because "fully knowledgeable" is impossible in this job, after only one year — or even 10!					

2. Board Support/Relations	1	2	3	4	N/O
a. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Provides quality analysis of policy issues and proposals	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Interprets, supports and implements Board decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provides support material and other necessary information to Board members as requested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Responds to requests for action from the majority of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Listens and understands Selectmen concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
h. Works with Chairman to establish agenda that addresses issues in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
i. Works with the Board to annually evaluate, develop and implement goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: (b) This got better and better during the year as Dan settled into the job. (d) Dan has to balance the need to share information with the Board in open meetings and the desire for shorter meetings. (h) Seems like this is going OK, but I'm not the chair!					

HMW

oops - see previous page

3. Financial Management	1	2	3	4	N/O
a. Establishes annual budget process and considers needs, goals and priorities as set by the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Effectively monitors and controls budget expenditures to minimize waste and inefficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Accurately forecasts and reports the Town's financial condition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information in a manner that promotes full understanding of the issues and needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Manages the Town's debt program to balance the needs of the Town and the rating agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Develops and maintains a long-term financial plan and works with the BOS to develop strategies and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

I am tempted to check the 4 boxes for all these but because Dan's only been with us a year, (b) (c) and (f) aren't yet well known, at least by me. Look good, far as I can tell.

4. Personnel Management/Organizational Leadership	1	2	3	4	N/O
a. Recruits, selects and retains quality personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Assures systematic performance evaluation of personnel under the authority of the Town Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Establishes high standards of performance for all department heads; recognizes, develops and utilizes their leadership abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Effectively delegates tasks and assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provides leadership in negotiating labor contracts; keeps Board informed of progress	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Town Administrator's Performance Evaluation Form

Amw

	1	2	3	4	N/O
f. Strives to maintain good staff morale and maintains open, honest and professional relationships with staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
g. Develops proposals for cost effective reorganization of Town operations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Encourages trust and mutual respect between staff and Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: b. I would think that Dan is good at this but it is hard to know. The disfunctional Shellfish Department situation prior to Nancy Civetta's appointment would be difficult for anyone not knowledgeable about shellfishing. Dan did better with it than the previous 3 TAs, by a long shot.					

h. I only know about this in relation to my working with 2 departments for which Dan gets a 4.

5. Community Leadership/Public Relations	1	2	3	4	N/O
a. Provides leadership within ^{the} community by being visible and approachable; is responsive to citizen complains; responds promptly to top e-mails and calls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Maintains good communications with the business community; summer residents advisory committee	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains effective communication with other communities, municipal organizations, and state agencies to enhance the Town's position	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Actively participates in professional municipal management associations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Projects a positive image in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Keeps citizens informed of current issues in Town government	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Communicates the Board's plans, goals and accomplishments to staff, other committees or commissions and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: **e.** I am only partly aware of Dan's connection to other communities, etc.
g. Unclear to me, but it seems so.

Town Administrator's Performance Evaluation Form

HMW

6. Town Operations and Infrastructure	1	2	3	4	N/O
a. Provides effective oversight and coordination of Town programs and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b. Seeks to enhance municipal services and delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Promotes use of technology and innovation in service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Provides a long-range plan to establish a funding mechanism for capital projects	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: <p>a. Some of this is delegated to the ATA. I am unclear as to how well this is working. No bad situations that I can recall. Seems OK.</p>					

Suggested TA Goals for 2018

1.	keep in mind how delighted I am to be working with him and how grateful I am for all he does.
2.	Elaborate on some items in your activity reports, without being asked about them. Have them come before
3.	Topics for future discussion on our agendas.
4.	

Town Administrator's Performance Evaluation Form

Compilation of Scores¹

EVALUATOR: Helen Miranda Wilson

AREA	#1	#2	#3	#4	#5	TOTAL	/5	EQUALS
1a	—	—	3	4	—	—	/5	—
1b	—	—	3	4	—	—	/5	—
1c	—	—	—	4	—	—	/5	—
1d	—	—	—	4	—	—	/5	—
1e	—	—	—	4	—	—	/5	—
2a	—	—	—	4	—	—	/5	—
2b	—	2	—	—	—	—	/5	—
2c	—	—	3	—	—	—	/5	—
2d	—	—	3	—	—	—	/5	—
2e	—	—	—	4	—	—	/5	—
2f	—	—	3	—	—	—	/5	—
2g	—	—	—	4	—	—	/5	—
2h	—	—	—	—	—	—	/5	—
2i	—	—	—	4	—	—	/5	—
3a	—	—	—	4	—	—	/5	—
3b	—	—	3	—	—	—	/5	—
3c	—	—	3	—	—	—	/5	—
3d	—	—	—	4	—	—	/5	—
3e	—	—	3	—	—	—	/5	—
3f	—	—	3	—	—	—	/5	—
4a	—	—	3	—	—	—	/5	—
4b	—	—	3	—	—	—	/5	—
4c	—	—	3	—	—	—	/5	—
4d	—	—	3	—	—	—	/5	—
4e	—	—	3	—	—	—	/5	—
4f	—	—	—	4	—	—	/5	—
4g	—	—	3	—	—	—	/5	—
4h	—	—	—	4	—	—	/5	—
5a	—	—	3	4	—	—	/5	—
5b	—	—	3	—	—	—	/5	—
5c	—	—	3	—	—	—	/5	—
5d	—	—	3	4	—	—	/5	—
5e	—	—	3	—	—	—	/5	—
5f	—	—	3	—	—	—	/5	—
5g	—	—	3	—	—	—	/5	—
6a	—	—	—	—	—	—	/5	—
6b	—	—	3	—	—	—	/5	—
6c	—	—	3	—	—	—	/5	—
6d	—	—	3	—	—	—	/5	—
OVERALL RATING	—	2	66	56	—	—	/5	24.8

DATE: 11/21/17

¹ Any "N/O" ratings or blanks will not be counted. The remaining reviewers' scores will be averaged/divided for the "equals" score.

Town Administrator's Performance Evaluation Form

Acknowledgement of Receipt

This is to acknowledge the fact that the performance review was conducted by the Board of Selectmen in accordance with the procedures and that the Town Administrator has received the overview document with the compilation of scores.

BOARD OF SELECTMEN

Date: _____

TOWN ADMINISTRATOR

Date: _____